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ABSTRACT

The Administrative Grid was developed to aid in rapid interpretation of orthogonal data on management style. The grid is a simple device for illustrating Z-score values from any instrument with orthogonality determined and scores normalized. The two dimensions, "people" and "task," are divided into standard deviations and, by plotting perpendicular lines for achieved scores either from a sample or population normalization, a specific position on the grid can be calculated. A value for each of the 81 cells can be established by computing algebraic sums of scores on the perimeter of the grid. The diagonal line running from the upper left corner to the lower right corner separates cells with positive values from those with negative values. The cell values reflect a measure of achievement rising from the lower left to the upper right cells. Some precautions are in order as grid measures have not been perfected. (Author/IRT)

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The Administrative Grid: A Leader Style Model

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The Administrative Grid: A Leader Style Model

Since Barnard (1938) first consolidated the two primary dimensions in organizations into a single theory of management, various two dimensional models have been developed to illustratc different combinations of leader style. These models have been developed over a period of time and provide excellent means for conceptualizing management theories. They can also be useful to those interested in management development and research. The purpose of this article is to introduce another model designed to include variables not previously considered. The model is intended for the use of the management trainer, management research personnel, as well as classroom instructors.

Barnard incorporated the elements of scientific management as well as those articulated by human relationists into his theory. He contended that the function of the executive was to accomplish the task of the organization as effectively as possible while working through people performing as efficiently as possible. Barnard's major contribution to grid development and to the field of theory was to point out the importance of both the "task" and "people" dimensions in organizational maintenance. Griffiths (1959) stated, "Most, if not all, of the present theories in the market place have their genesis in Barnard." Getzels, et al. (1968) pointed out that "Barnard stands as the anchoring point for subsequent work in this (theory) area."

Subsequently, other writers refined the Barnard concept and developed graphic models to interpret measures of the two dimensions. Halpin (1966),

for example, used a simple quadrant scheme (Figure 1) to illustrate four

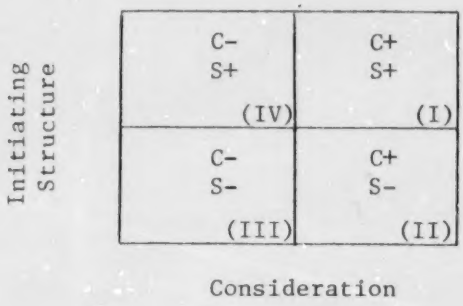

Figure 1 - Halpin Model Illustrating Leader Behavior

combinations of "task" and "people" measures. Halpin's model grew out of The Ohio State Leader Studies conducted during the forties and fifties analyzing the behavior of leaders. Two of the scales developed by The Ohio State University group were Initiating Structure (IS) and Consideration (C). The IS scales measured the structure which was initiated by the leader while C measured how considerate the leader was. Referring to the Barnard thesis, one can see that IS refers to the "task" measure while C refers to the "people" measure.

Halpin deserves credit for advancing the field with his model, for it assisted students in conceptualizing the two dimensions and provided insight into the interaction of one factor with the other. Subsequent research by Brown (1967) and Sergiovanni (1969) using the Leader Behavior Description Questionnaire - Form XII, has demonstrated that IS and C do not form the orthogonal relationship as reflected in the Halpin model. Stogdill (1974)

suggested that perhaps IS and Production Emphasis (PE) on one dimension and Tolerance of Freedom (TF) and Tolerance of Uncertainty (TU) on the other would better measure the two dimensions orthogonally. The Stogdill suggestion is borne out by the Brown and Sergiovanni data illustrated in Table 1.

Other theorists such as Reddin (1970) and Hersey and Blanchard (1972) have developed models similar to that of Halpin. Reddin used Task Orientation and Relationship Orientation as the "people-task" measures identified by Barnard, and Hersey and Blanchard termed the two factors Task Behavior and Relationship Behavior. These writers have added a third dimension which provides additional information as to appropriateness of the manager's behavior in applying strategy to the two basic factors.

Blake and Mouton (1964) developed the Managerial Grid to conceptualize the manager's "concern for production" and "concern for people." These two dimensions bear a close similarity to the two factors identified much earlier by Barnard. The Managerial Grid represented yet another milestone in conceptualizing combinations of leader styles and in student understanding of the importance of the two factor theory. The authors used nine intervals on each of the two factors to establish a grid consisting of 81 cells. The theory consisted of identifying five major management styles. Each style was based upon a high or low orientation of two dimensions. A 9, 9 manager would score high on both dimensions while a 1, 1 would score low on both dimensions. The authors included 9, 1; 1, 9; and 5, 5 as other combinations of manager types.

Blake and Mouton translated former stereotyped management styles into

Table 1

COMPARISON OF LEADER BEHAVIOR DESCRIPTION QUESTIONNAIRE - FORM XII, SUBSCALE FACTOR LOADINGS

Subscale	Brown Data		Sergiovanni Data	
	Factor I Goal	Factor II People	Factor I Goal	Factor II People
1. Representation	.78	.17	.62	.15
2. Demand Reconciliation	.51	.73	.35	.74
3. Tolerance of Uncertainty	-.11	.86	-.03	.81
4. Persuasiveness	.73	.42	.69	.37
5. Initiating Structure	.89	.10	.82	.09
6. Tolerance of Freedom	.09	.85	.16	.69
7. Role Assumption	.77	.41	.53	.38
8. Consideration	.29	.86	.23	.75
9. Production Emphasis	.87	-.14	.78	-.12
10. Predictive Accuracy	.62	.63	.50	.43
11. Integration	.62	.68	.71	.37
12. Superior Orientation	.57	.50	.58	.32

a simplified concept. Their taxonomy of management styles is probably the best known among contemporary management circles.

Subsequently, the Administrative Grid (Figure 2) was developed by Coleman

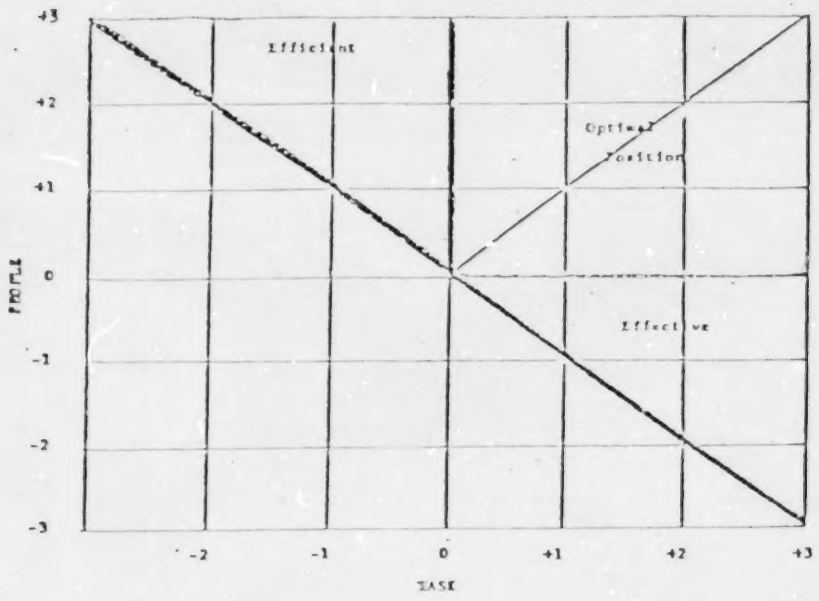

Figure 2 - Administrative Grid

(1973) to aid in rapid interpretation of orthogonal data. Experience has demonstrated that knowledge of management style is desired by individual managers and would be helpful to management development personnel. Management style provides a measure as to "how I am doing."

The Administrative Grid is a simple device for illustrating scores after raw data have been converted to "z" scores. The two dimensions, "people" and "task," are divided into standard deviations, and by plotting

perpendicular lines for achieved scores either from a sample or population normalization a specific position on the grid can be calculated. The Administrative Grid is useful for plotting "z" score values from any instrument with orthogonality determined and scores normalized.

Administrative Grid Interpretation

A value for each cell can be established by computing algebraic sums of scores on the perimeter of the grid. The diagonal line running from the upper left corner to the lower right corner separates cells with positive values from those with negative values. The cell values reflect a measure of achievement rising from the lower left to the upper right cells. The upper right cell is the optimal position.

The two triangles formed by the diagonal line and the upper right quadrant boundaries are "danger" zones. Barnard established the nomenclature of "Efficiency" for the "people" measure and "Effectiveness" for the "task" dimension. These two measures are labelled on the grid. Barnard indicated that an organization can operate with either efficiency or effectiveness in the short run but long term productivity is dependent upon both.

Uses of the Administrative Grid

Some precautions are in order for the practitioner. Grid measures have not been perfected. The measures on the LBDQ - XII that have been found to form an approximate orthogonal relationship have been cited by Stogdill (1974). These measures do not account for the total variance as

Stogdill has pointed out nor has linearity of the dimensions been proven. Given these two constraints, practitioners and group facilitators should be able to derive some use from the model. In fact, they are well advised to use test materials that have been subjected to in-depth research to identify prevailing leader styles, and use the results with reservation rather than use instruments which attempt to pin-point administrative technique without research data to verify orthogonality and accounted-for variance.

Since data is available on the LBDQ - XII, some normalizing of data is all that is necessary to begin application to the Administrative Grid. Once the appropriate cell on the grid has been located, the practitioner has a visual device to aid in perceiving his leader style. From these data direction for personal improvement can be attained.

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